



# Advisory Leadership Councils

## *Responding to the Needs of the People of Louisiana*

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## Introduction

Involving stakeholders in the program development process is critical to sound programming. This ensures that programs are based on local and state needs and issues. Executing the advisory process through the **Advisory Leadership Council structure** is the mechanism that provides for stakeholder involvement in ensuring educational programs conducted by the LSU AgCenter are in keeping with the mission, vision and goals of the organization and are:

- **Effective in meeting the needs of clientele.**
- **Delivered in a manner that makes them accessible to all people.**
- **Assessed frequently for relevance to ensure that they remain current.**

In addition to the major goals listed above, the objectives of organizing and working with effective advisory groups are:

1. To provide an opportunity for participants to further develop their leadership potential.
2. To provide an educational experience for participants.
3. To create public awareness of the value of the LSU AgCenter's programs; and
4. To create a cadre of citizens who understand and support the mission of the LSU AgCenter.

## Working Definitions

**Advisory Leadership Council (ALC)**—A systematic process for obtaining stakeholder input into the LSU AgCenter's programming process from various levels in the organization. Critical to the functioning of the advisory system is effective communication throughout the system where issues or needs are identified and prioritized at the local level and then forwarded through the system so that appropriate Extension and Research programs can be developed. A [graphic representation](#) of the advisory structure is on page 3 of this manual.

## Flexibility is Important

The Advisory Process is a comprehensive system. It is not, however, a "one-size-fits-all-system". Each parish, program area and initiative may have different needs. The ALC structure that works very well in a parish or group of parishes or for a particular program area or initiative may not work at all in another. The state, parish and multi-parish Advisory Leadership Councils are each critical components of the overall advisory structure of the cooperative extension service. From those basic groups may evolve other task forces and issue groups, further expanding the advisory process.

It is the intent of this guide to support the development of an effective, efficient, and flexible Advisory Process, based on volunteerism. It is intended that, by involving community leaders in the advisory process in a meaningful way and making them partners in decision making, the programs offered by the LSU AgCenter will be strengthened and enhanced so that they better meet the needs of our stakeholders.

## Suggested Timing:

Overall ALC meetings should be scheduled during January – March of each year.

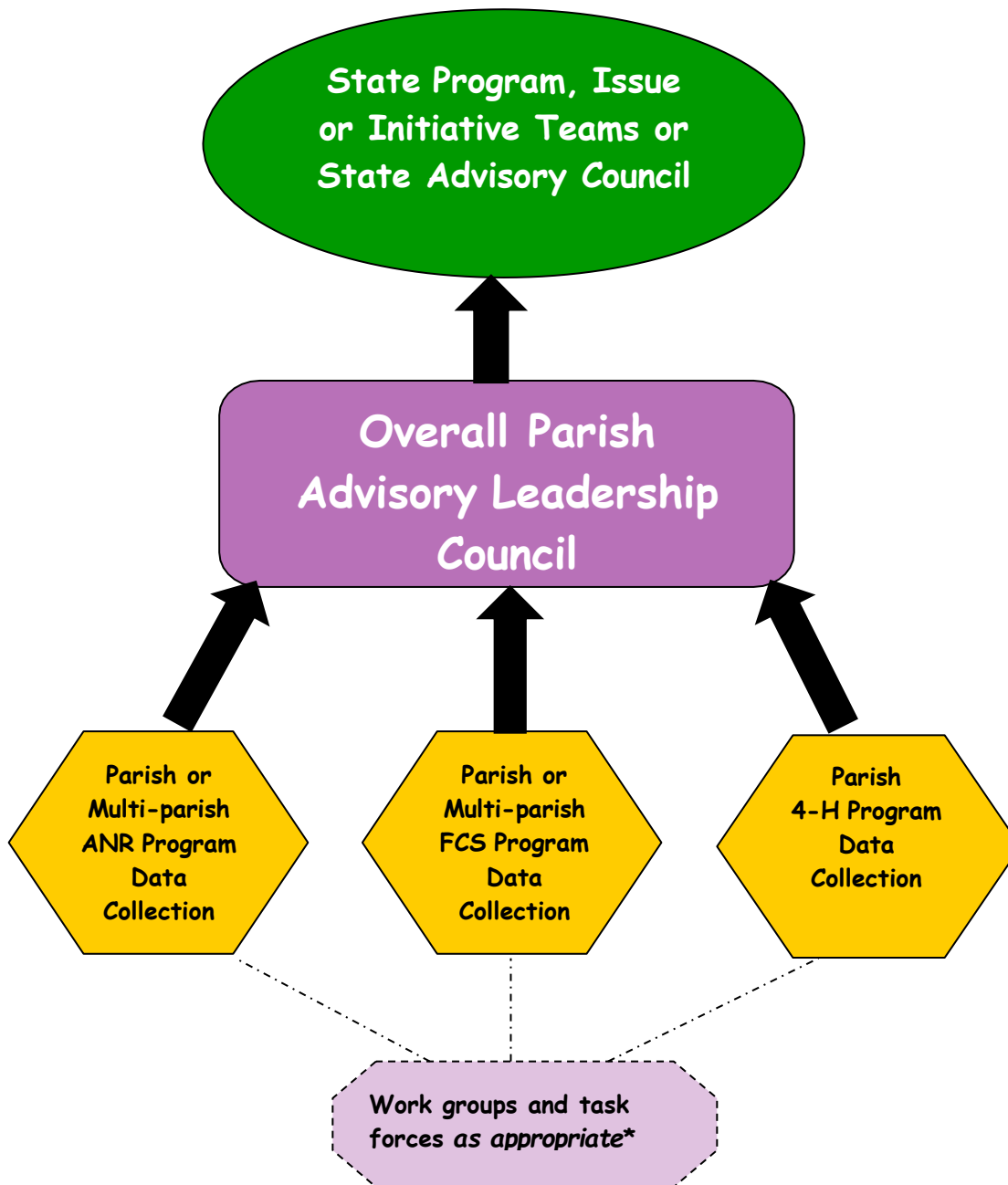
Programmatic advisory processes and data collection should occur between November and January each year.

## The LSU AgCenter Advisory Leadership Council Model

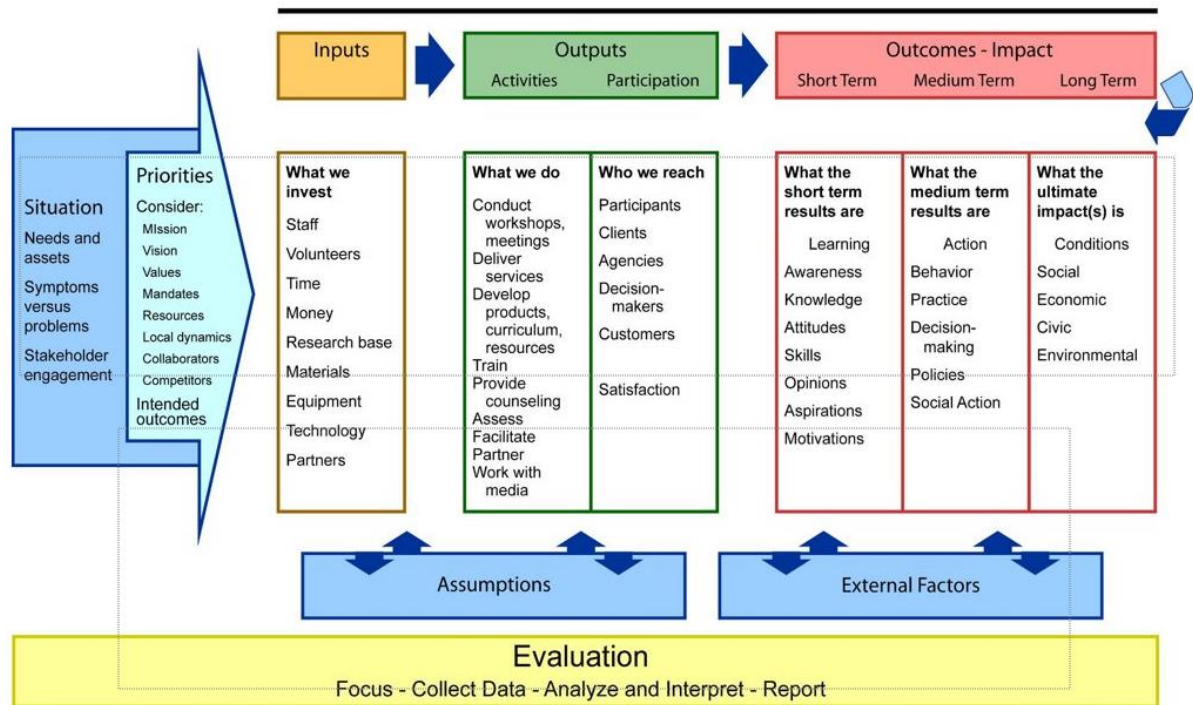
The LSU AgCenter Advisory Leadership Council Model at parish and state levels is illustrated below.

### Programmatic Advisory Input (Data Collection):

In addition to overall ALC meetings that will be held in each parish, additional programmatic input may also be needed, and programmatic specific advisory meetings or processes are encouraged. Agents may consider advisory meetings, combined meetings with other entities such as parish Farm Bureaus, community coalitions or other opportunities to network with the clientele we serve. Agents may also use a survey instrument to glean information from their clientele regarding programming focus and direction during each year.



## Cooperative Extension Logic Model for Programming



University of Wisconsin - Extension, Cooperative Extension, Program Development and Evaluation

### Identifying, Selecting and Recruiting Members

Perhaps the most important part of this process - the identification, selection, and recruitment of the most appropriate people to serve on your ALC - deserves considerable thought and effort. Selecting the right people will ultimately determine the direction the LSU AgCenter program will follow in serving the needs of your community.

### How do I identify people to serve on my ALC?

Recruit people with the following characteristics:

- Leaders in the community, parish, or region
- Respected by peers
- Good communication skills
- Demographically diverse (e.g., gender, race, ethnicity, age, interests)
- Knowledgeable of the issues
- Team players
- Represent both traditional and non-traditional AgCenter audiences
- Thinkers
- Doers

Below are **examples** of client groups from which to draw ALC members.

Youth	FCS-Nutrition & Health	ANR	Community-at-Large
4-H youth	Dieticians & child nutritionists	Commodity Producers	Local govt. officials, state legislators, congressional aides
Non- 4-H youth	Public health officials	Ag Leadership Alumni	Media
Other youth organizations (school and community)	Social Services	Agencies (NRCS, FSA, LDAF, etc.)	Clergy/lay church leaders
K-12 education (teacher, school system rep. such as curriculum supervisor, superintendent, school board member, etc.)	School nurse and/or physical education teacher	Consultants	Economic development boards
Juvenile justice	Council on aging	Agri-business	Chamber of Commerce
Parent	Farmer's market rep	Lenders	Civic groups
4-H leader	Exercise physiologist	Commodity groups (LFBF, LFA, etc.)	Large corporations

Talk with others in your office and your community to determine who might best fit your needs. Make personal contact with those you want to invite to join your ALC. A [sample letter](#) is included in the appendix of this document that you might want to modify for your use. Make an appointment to visit with the potential member either by phone, email or in person to answer any questions they may have.

Keep in mind as you begin to work with your ALC that the members are **volunteers**. The people asked to be involved do not have to participate. If their input is important, their needs and expectations as volunteers must be met or exceeded. Impress upon potential members the importance of the job. Treat the time and talents offered by volunteers with respect. Consider these tips:

- Schedule meetings when convenient for the majority of your members.
- Ensure that meetings are productive.
- Engage members in the process in a meaningful way.
- Provide frequent feedback on progress towards recommendations made by the group.

See more on this topic in the section [“Going the Extra Mile to say “Thanks!”](#)”

### What is the ideal size for an ALC?

As a rule of thumb:

- Data Collection may involve programmatic advisory meetings or other methods*
- Overall parish ALCs should have 15 to 25 members*

### **Empower Yourself to Serve Others**

One of the best ways to recruit a volunteer is to be a volunteer yourself. Remember, the LSU AgCenter is **not** the only show in town. Other educational, governmental, and nonprofit organizations will be contacting you to serve on their committees too. Through this collaborative effort, you will soon be recognized as a team player and a community resource. It is amazing how many organizational contacts you will make from this endeavor. Your collaborative effort will open many professional opportunities for you. Not only will you obtain greater knowledge of your community, but you will expand your presence in the community and have an opportunity to promote the LSU AgCenter and educate other professionals about the many resources available through the organization (McKinney, 2005).

### **The Importance of Good Communication**

As with most any process, developing and maintaining an open communication system will be very important to the effectiveness of the ALC. In every step of the process, it will be important that participants receive timely, accurate and clear communication whether it is oral, written or electronic. Keep in mind:

- Volunteers in the ALC are being asked to understand and support the mission of the LSU AgCenter and the specific program. For that to occur, they must have a full understanding of the history, mission, goals, philosophy, and vision of the LSU AgCenter, LCES and current programs. This can be handled through an effective orientation program which also communicates clear expectations.
- Providing updates and feedback in a timely manner to volunteers is very important. If the ALC is to function effectively, **EVERY** recommendation made by the ALC must be considered carefully and responded to. It is conceivable that some recommendations will not be within the role, scope and mission of the LSU AgCenter and that message must be clearly communicated to participants.

### **Orientation of Advisory Members – Set the Stage for the Meeting**

Realizing that ALCs will be made up of leaders with influence who may or may not have a working knowledge about the LSU AgCenter, orienting ALC members to the LSU AgCenter will be extremely important. ALC members will need some basic information about the AgCenter before they can provide input about the issues and market our programs. Orientation is also a perfect time to review the roles and responsibilities that ALC members agreed to when accepting the job.

### **Which information should be included?**

- Background info on the history, mission, vision, and goals of the LSU AgCenter. The best on-line source of this information is the [LSU AgCenter](#) public website.
- An overview of LSU AgCenter programs and a little more in-depth introduction to the related program area.
- Review the [Members Roles & Responsibilities](#) agreement that the members signed when they agreed to accept the position on the ALC.
- Information regarding the history of the advisory group, by-laws, contact information for members and minutes of recent past meetings.

## Tips from the experts on orientation

- Don't skip this step in the implementation of your advisory process. It will make things go much smoother!
- Keep the session short (10 minutes or less) and informal. Create a relaxed atmosphere. Serve a snack.
- Use this as an opportunity to get to know new people and let them get to know you. This goes a long way in beginning to create the level of trust that is critical for advisory groups to function effectively.
- Allow plenty of time for questions.
- Give new members a packet of materials to take home. It's hard to digest everything in one meeting.

## Your Role as an Agent in the ALC

You are responsible for the organization and implementation of an effectively- functioning advisory group. Your role is to facilitate the process to glean input for direction of programs and initiatives in the AgCenter. Your specific roles in the conduct of the business of the group are to:

1. Maintain accurate records of membership that include demographic information as well as the term of appointment.
2. Provide demographic information on which the group should base programming decisions.
3. Neutrally facilitate discussion among the group when necessary
4. Empower the group to be actively engaged in the programming process.
5. Acknowledge and reward contributions of the group to the program.
6. Invite appropriate LSU AgCenter colleagues to participate in ALC meetings to serve as a resource and
7. Use the information received from the parish ALC to guide the development of your annual plan of work.

## Motivating ALC Members (McKinney, 2005) - How do I motivate my ALC members?

The best way to motivate your volunteers is to be motivated yourself. Motivation and enthusiasm are both extremely contagious. Most committees and councils are just waiting to be **infected!** The simple truth is that **we** hold the keys to motivating our ALC members and we have to assume the blame if we fail. Here are some simple suggestions for how you might motivate your committee members:

- Project a friendly and positive persona**, even when you are having a bad day.  
How can we expect our volunteers to be excited about our program when we ourselves fail to project a positive image?
- Meaningful Tasks and/or Projects:** In the same study, Extension Advisory members said underutilization was one of the root causes of poor motivation and group apathy. It is critical that LSU AgCenter personnel utilize their committees to the fullest.
- Be Creative:** Getting people out of their seats and engaged in activities will greatly enhance the motivation factor in any group.



- Be A Listener:** Advisory members are most motivated by other advisory committee members. As members assume a greater portion of the dialog and discussion, the motivation factor increases dramatically.

### **Empowering ALC Members**

Your ability to successfully manage your ALC is greatly influenced by several factors, including **experience, training,** and a **personal commitment** to the concept of empowering volunteers. To empower your volunteers, you will need to share ownership.

- Start by setting the rules:** There are certain things an ALC should not get involved in. Administrative items need to be left to the LSU AgCenter administrators, but ALC members may want to provide input. Things like performance evaluations, professional salaries, and administrative policies would fall under this category.
- Put your ALC to work:** ALC members must be fully engaged in identifying and prioritizing needs; activating resources; legitimizing programs; communicating with clientele; and planning, conducting, and evaluating programs.
- The Benefits of Empowerment:** When faculty fully engage ALCs not only will meeting attendance and motivation skyrocket, but the faculty member receives the satisfaction of knowing he or she has been responsible for developing LEADERSHIP!

### **What should I do if my ALC refuses to be empowered?**

This may be the case, especially if you inherit your committee from a predecessor. Just take it slow and let your Advisory Group feel your passion and enthusiasm. It is contagious!

If a committee fails to feel empowered, that may signal that other problems exist. In every group there must be a certain degree of mutual trust, respect, and friendship. Members learn from one another as well.

### **Ideas for motivating & empowering your ALC Members**

- **Advocacy Efforts:** Local ALCs can be very effective in advocating for pertinent AgCenter issues to appropriate public and private officials. The LSU AgCenter faculty member should not be seen as the coordinator of this effort.
- **Program Planning:** Give your ALC responsibility for planning special programs or events during the year. It is important for the faculty member to let them carry out the task and take ownership of the project.
- **Award Recognition:** It is important to reward ALC members for a job well done. This can be done with special public recognition or a simple personal thank you. It is your job to **always** make your ALC members feel **SPECIAL!**
- **Utilize Special Talents:** Each Advisory Member will bring a special talent to the group. Be observant and recognize these talents. You may want to establish sub-committees within your ALC to allow members an opportunity to utilize those talents. For example, subcommittees or task forces on fund raising, promotion and public relations, long-range planning and special events might be established if you have members whose talents align with these topics.

- **Evaluation:** Ask your ALC to help you evaluate different LSU AgCenter programs and welcome their feedback and comments. Sometimes an Advisory Group can give you a perspective you have not considered.
- **Courtesy:** Show your appreciation to your ALC by **always** having refreshments available during meetings and **always** following-up with a thank you note (see attachments).

### **Advisory Meetings that Work**

#### **A Check List for Success**

- Did I consider my group when selecting a date, time, and location for the meeting, or did I routinely make the arrangements to fit my schedule?
- Did I give my members ample advance notice of the meeting? (See [sample letter](#) in Appendices Section.) Remember – they’re normally the “busy people” of the community! It would be a great idea to set the date of the next meeting while everyone is assembled.
- Did I convey the purpose and importance of the meeting?
- Did I prepare and distribute an agenda in advance?
- Did I get input from the Committee Chair in developing the agenda?
- Have I utilized available resources to ensure the meeting is going to be interesting and designed to encourage group participation?
- Did I send out a reminder notice or call each member a few days prior to the meeting? And did I request an RSVP?

#### **The Day of the Meeting**

- Is my meeting room ready?**
  - Do I have the room arranged to maximize communication?
  - Do I have adequate light and temperature in the room?
  - Is the LSU AgCenter logo displayed?
  - Do I have the necessary equipment and supplies?
- Meeting Courtesy**
  - Was I present to greet my volunteers as they arrived at the meeting?
  - Did I open the meeting by thanking the volunteers for coming?
  - Did I make sure that all members were given an opportunity to participate in the dialog?
  - Did I provide refreshments for my volunteers when they arrived?
  - Did we establish a date, time and location for the next meeting?
- Special Considerations**
  - Did we provide ample parking and consider those with special needs?
- Meeting Follow-up**
  - Did I send [follow-up correspondence](#) with minutes?
  - Did I [communicate](#) with those who were not at the meeting? (See Attachment)
  - Did I follow through with recommendations made by the ALC?

## **ALS Resources & Tools**

Responding to stakeholder needs is critical to the future of the LSU AgCenter. The Organization Development & Evaluation Unit (ODE) has numerous tools to assist you in being effective in this challenge. Visit the [Organizational Development & Evaluation \(lsuagcenter.com\)](http://lsuagcenter.com).

## **References**

Cole, J.M. & Cole, M.F. (1983). *Advisory councils. A theoretical and practical approach for program planners*. Englewood Cliffs, NJ. Prentice-Hall, Inc.

McKinney, M.F. (2005). *Empowering & motivating extension advisory boards, committees and councils. A hands-on practical approach*. University of Florida/Hillsborough Co. Cooperative Extension Service.

New Mexico State University (2008). College of Agriculture & Home Economics Cooperative Extension Service Office of Program Development & Accountability.

**Revised 8/2023**

# Appendices

## Draft ALC Member Invite Letter

(Date)

(Inside Address)

Dear (name):

The LSU AgCenter is committed to providing effective and efficient programs that result in improved quality of life for the people of Louisiana through educational programs based on sound research. Among other things, LSU AgCenter programs are designed to **(select the one that most appropriately applies to your parish program, initiative or add your own) \_\_\_\_**.

1. *Increase the productivity and profitability of Louisiana farms;*
2. *Promote the wise use of natural resources and protection of the environment;*
3. *Develop new agricultural crops and value-added products;*
4. *Build leaders and good citizens through 4-H youth development; and*
5. *Implement nutrition, food safety and health programs for better living.*

As an organization that receives funding from federal, state and local sources, we want to ensure that dollars allocated to LSU AgCenter programs are being spent wisely by providing high-quality education, outreach and research programs. It is imperative that these programs be relative to the needs of the people of Louisiana and in keeping with the federal and state legislative mandates by which the AgCenter is bound.

To assist us with that process, we are asking you to serve on the (name of initiative or program area and parish(es)) Advisory Leadership Council (ALC). You were selected to serve in this capacity because you are recognized as a leader in your community and are respected by your peers. Your expertise and connectedness to potential LSU AgCenter clientele groups makes you essential to develop a vision for our programs related to this initiative. Your primary role on this Council will be to advise me regarding how the LSU AgCenter can better meet the needs of potential audiences locally. Additionally, you will be engaged in developing, implementing and evaluating programs designed to address those needs. A brief overview of the *Roles and Responsibilities of Advisory Leadership Council Members* is attached for further information.

Accepting this position will require a commitment of (insert # 2, or 3) years to the process. It is anticipated that the ALC will meet (insert #) times per year. The first meeting of the (insert initiative or program name) ALC is scheduled for (insert date) at (insert time). It will be held at (insert place). I will be contacting you in the next week or so regarding this request and seeking your commitment to assist the LSU AgCenter in this critical task. Please contact me at (insert phone # or e-mail address) if you have any questions prior to that time and I'll be happy to answer them. I appreciate your thoughtful consideration of this request and look forward to working with you to improve the quality of life for the people of Louisiana.

Sincerely,

Attachment: *ALC Member Roles and Responsibilities*

C: *(as appropriate)*

## Roles and Responsibilities of Advisory Leadership Council (ALC) Members

### Purpose of Advisory Leadership Councils

1. To provide a mechanism for stakeholder involvement in assuring that education, outreach and research programs conducted by the LSU AgCenter are in keeping with the organization's mission, vision and goals and the related program area and that they are:
  - *Effective in meeting the needs of clientele;*
  - *Delivered in a manner that makes them accessible to all people, and*
  - *Frequently assessed for relevance to ensure that they remain current.*
2. To assist LSU AgCenter faculty in providing services to stakeholders by:
  - *Marketing programs*
  - *Identifying issues of concern to potential audiences*
  - *Collaborating in AgCenter programs and projects, as appropriate*
3. To legitimize and communicate LSU AgCenter programs and projects among representative stakeholders
4. To develop personally as leaders and receive recognition for their contribution

### Why you were chosen to serve on the *(name of parish(es) and initiative)* ALC

You were selected to serve in this capacity because you are recognized as a leader in your community and are respected by your peers. Your expertise and connectedness to potential LSU AgCenter clientele groups makes you essential to developing a vision for our programs related to this initiative. Your primary role on this Council is to advise AgCenter faculty regarding how the organization can better meet the needs of the residents in this part of the state in the program area(s) listed above.

### Member Responsibilities:

- Identify the needs and issues of clientele you represent
- Advise LSU AgCenter faculty on program direction for a more effective and efficient delivery of services to clientele in the area
- Assist in identifying opportunities for collaboration to enhance or expand LSU AgCenter programs related to this initiative
- Attend ALC meetings as scheduled
- Understand and support the mission of the LSU AgCenter and market its programs as opportunities arise
- Learn about all facets of the LSU AgCenter, particularly those related to this initiative
- Contribute personal expertise, information and time as available to support educational and research efforts

### Member Roles:

- *Ambassador*—Keep the public informed about the LSU AgCenter and encourage people to participate in its programs.
- *Legitim�izer*—Gain support and approval for LSU AgCenter programs and resources from the clientele groups you represent.
- *Advisor*—Observe, listen, probe, and then advise LSU AgCenter faculty on how to continuously improve the programs, services and research conducted by the organization.

**Support Plan:**

As an ALC member, you will be provided with the following resources to assist you in fulfilling your roles and responsibilities:

- Orientation to the LSU AgCenter, including mission, vision and goals
- Overview of current LSU AgCenter programs and resources related to this initiative
- Timely feedback and response to all recommendations

**Time Commitment:**

Because we know and appreciate that your time is valuable, we will do everything within our control to ensure that our business is conducted in a timely and efficient manner. We will keep our meetings to a minimum and will conduct business via other means (i.e., mail, fax, e-mail, phone) when possible. There will be (# - recommend 4 for engaged committee; 2 for strictly advisory committee) (insert length of meeting—recommend 2-hour max) ALC meetings per year. Additional subcommittee meetings may need to be held periodically depending on the issue being addressed. Your commitment to this position is for (insert # of years—recommend 3-year rotating schedule) years.

**Qualifications Required:**

- A sincere interest in assisting the LSU AgCenter to address the issues and needs of the clientele related to this initiative
- Knowledge of issues, situations and target audiences related to this initiative
- Rapport with target audiences
- Ability to function within a group

I agree to serve as a volunteer member of the (name of initiative and parish(es)) ALC for a period of (#) years.

---

Signature

---

Date

**SAMPLE LETTER OF APPOINTMENT  
ADVISORY LEADERSHIP COUNCILS**

**[LSU AGCENTER LETTERHEAD]  
[date]**

Jean Deaux  
123 Rue de Gumbo  
Prairie Town, LA 70000

Dear Mr. Deaux:

I am pleased to confirm that the staff of the \_\_\_\_\_ Parish Office of the LSU AgCenter has appointed you as a member of the 4-H Youth Development Advisory Leadership Council (ALC). The appointment is for an initial term of \_\_\_\_\_ year(s), commencing on [date], with future appointments contingent on the terms set by the council bylaws.

Responsibility of ALC Members:

- Assist AgCenter staff in determining educational program content and establishing priorities which will result in maximum participation of youth without regard to race, sex, color, national origin, religion, age or disability. It also means that it will seek ways to incorporate and advance the principles of equal opportunity in the LSU AgCenter's programs.
- Promote a positive image of 4-H which would result in maximum participation of youth and adults.
- Help to develop the annual and long-range objectives for the 4-H Youth Development Program in \_\_\_\_\_ Parish, including a schedule of work for the council and its participation in its execution and evaluation.

We look forward to working with you and your fellow Council members as you serve as ambassadors, legitimizers, and advisors to our programming process. Thank you for your willingness to serve our parish and state in this capacity. Congratulations!

Warmest regards,

Debra LeJeune, Extension Agent  
Parish Chair

William LeBlanc, Assistant Extension Agent  
4-H Youth Development

## **ADVISORY LEADERSHIP COUNCIL SAMPLE LETTERS**

Based on the work of Brenda Bishop, Quay County, New Mexico Extension County Director (March 2008)

### **LETTER CALLING A COUNCIL MEETING:**

We wish to inform you of the next meeting of the \_\_\_\_\_ Parish 4-H Youth Development Advisory Leadership Council. As you are aware, the work of this Council is vital to our development of our programs because it helps us to focus our efforts in the areas of importance to the communities we serve. This meeting will be on November 29 at 5:30 p.m. at our Extension Office and we will be providing you with snacks and refreshments. We request that you study the attached agenda so that you will be properly prepared to discuss the topics which are listed.

We would like to thank you for helping to shape the \_\_\_\_\_ Parish 4-H program. We look forward to meeting with you on the 29th.

### **LETTER THANKING THOSE WHO ATTENDED AN ADVISORY COMMITTEE MEETING:**

Thank you for attending our last 4-H Youth Development Advisory Leadership Council meeting. Several great ideas were developed that we hope to be able to implement in the near future and your input was greatly appreciated. Key items discussed were: **(LIST ITEMS)**. Attached are the minutes of the meeting which include a summary of our ideas on how to implement your suggestions.

We deeply appreciate your contribution to and support of the mission of the LSU AgCenter. Please do not hesitate to call if you have questions about the information from the meeting.

### **“THANK YOU” LETTER FOR THOSE UNABLE TO ATTEND AN ADVISORY COMMITTEE MEETING:**

We are sorry that you were unable to attend our last 4-H Youth Development Advisory Leadership Council meeting. With this letter, we would like to share with you what occurred. During the meeting, each of our agents presented information on the activities and programs we have conducted over the last year. We are attaching a handout of our PowerPoint slides and a short summary of the presentation. After the presentation we divided into respective committees representing four different aspects of our 4-H Youth Development programming. During these breakout meetings, we discussed the needs of the community and ideas for programs to meet those needs. Attached are the minutes of the meeting which include a summary of the ideas on how to implement the suggestions.

We appreciate all that you do for our communities and for the LSU AgCenter. Please do not hesitate to call if you have questions or suggestions. We look forward to seeing you at our next meeting.



**SAMPLE AGENDA for 90 MINUTE MEETING\***  
**Overall Parish Advisory Leadership Council**  
Meeting Date  
Meeting Location

- I. Welcome—council chair or parish agent (2 minutes)
- II. Introductions of members and guests (10 minutes)
- III. Purpose of meeting (3 minutes)
- IV. Role of Overall Parish Advisory Leadership Council (5 minutes)
- V. Understanding Extension (PowerPoint Summary Presentation) (10 minutes)
  - a. Mission
  - b. Organization
  - c. Funding
  - d. Parish situation (faculty, staff, facilities, major program areas, etc.)
- VI. Identification of issues facing parish—facilitated group discussion\*\* (45 minutes)
- VII. Next steps (10 minutes)

*(NOTE: Explain what you will do with the information the council has provided, for example, use it to develop your plan of work, refer to the appropriate program committee, etc.)*
- VIII. Set next meeting date (5 minutes)

*(NOTE: Also use this time to determine what time of the day members prefer to have meetings and if a particular day of the week is better for them).*
- IX. Adjourn

**\* This meeting agenda is recommended for the initial meeting of the overall parish advisory council and should be revised for subsequent meetings. In subsequent meetings be sure to follow up on progress made toward addressing issues identified in previous meetings.**

**\*\* The question you might pose for issue identification would look something like this:**

*“Knowing what you do about the mission of the LSU AgCenter, what are some of the issues facing residents of this parish that you feel the AgCenter can address through research-based educational programs?”*

*-- When you print this agenda for distribution to members, only include a starting and ending time. The other times are given strictly for your planning.*